

# BT Sustainable Development Index

An assessment of business performance in India



## FOREWORD

As we approach the end of 2008, it is hard to imagine a time when the world's financial markets and wider economic climate topped the agendas of politicians, businesses and the media more. Yet, if we cast our minds back just twelve months, another issue dominated the global debate. That issue was sustainability and it continues to be one of the most pressing concerns of our generation and generations to come.

Whilst issues of climate change, social inclusion and corporate responsibility have been the focus of campaign groups for many years, sustainability has more recently entered the mainstream. For businesses, governments and consumers alike, a sense of imperative is beginning to emerge. It is widely recognised that inaction is no longer an option. The question of how to address this unprecedented challenge sparks a host of issues, however; not least the dilemma of how we marshal an international response, spanning both Western nations and, critically, major emerging markets such as India and China.

At BT, we absolutely view sustainability as an international issue. We are now a global business, with over 110,000 people delivering services to our customers in more than 170 countries. This brings with it a new responsibility to operate sustainably in all of the countries where we have a presence.

That is why we are proud to announce the launch of the BT Sustainable Development Index in India. We have a strong presence in this market, which dates back to 1987, and believe India represents a major opportunity for future expansion.

India is rapidly becoming a global centre for information and communications technology development, and boasts a high economic growth rate. It is vital that this commercial success is matched by a commitment to, and leadership in, corporate responsibility. The BT Sustainable Development Index will demonstrate the extent to which the corporate sector in India is moving toward or away from sustainability over time. By providing clarity on attitudes to, and performance in, sustainable development, it will enable Indian organisations to benchmark their own CSR strategies, ensuring that resources and efforts are channelled in the right direction.

We are also continuing to build on our own efforts to demonstrate leadership in sustainability in India. Within the IT industry and the business world more widely, BT has been at the forefront of sustainable development for some time. In fact, we have been rated the best-performing company in our sector in the Dow Jones Sustainability Index for eight years running. We are very proud of this recognition. More importantly, we are proud of the positive, tangible

## FOREWORD

impacts we are making by combining traditional CSR activities – community investment, risk mitigation and care for the environment – with innovations designed to benefit society and the environment, while supporting our long-term ambitions for growth.

In India, these include three community investment programmes focused on long-term education and skills development. In Delhi, KITES (Katha Information Technology and E-commerce School) has already equipped over 3,000 children with ICT skills ranging from basic computing skills to complex software programming. LifeLines India is a community project in support of one of the UN Millennium Development Goals on digital inclusion aimed at supporting developing countries to become part of digital society. Finally, BT & St Crispin's IT Training Centre is an initiative of BT in partnership with St Crispin's - a registered charity in Pune, which provides a residential home and school for 675 underprivileged children.

We are constantly looking at the impact of our core business activities across the spectrum of social, environmental and economic issues. Through the launch of the BT Sustainable Development Index we hope other organisations in India will do the same. In order to meet the challenge of creating a more sustainable world, collective action is vital.

We firmly believe that sustainability is at the heart of future business success and that by investing in sustainable development now, we will all reap the rewards in the future.

**Arun Seth, Chairman, BT India**

**Sudhir Narang, Managing Director, BT India**

# REPORT CONTENTS

Foreword .....	1
Introduction .....	4
Summary of Key Findings .....	5
About the Index .....	6
Index Results .....	10
Current Performance – Views of Opinion Leaders .....	10
Current Performance – Views of IT Employees .....	12
Corporate Progress on Sustainable Development in the Past Year .....	15
Corporate Leaders in Sustainable Development in India .....	18
Global Context .....	19
Summary and Way Forward .....	20
About BT .....	22
Appendix – Detailed Performance Ratings .....	23

# INTRODUCTION

## Sustainable business is the new standard

Sustainability is nothing new. Farmers have been practising it since Roman times, rotating the crops they grow in their fields to maintain the levels of nutrients and keep pests at bay. Other approaches increase yields in the short-term but have costly long-term consequences.

Sustainable development - the need for development that meets the needs of people today, without compromising the ability of future generations to meet their own needs - is one of the biggest challenges and opportunities for modern day business.

Business cannot succeed in societies that fail. By generating economic growth, creating jobs, behaving with integrity and paying taxes for example, all businesses can contribute to overall sustainable development.

A responsible business reduces costs, mitigates risks, improves a company's reputation, motivates employees, drives innovation and generally boosts performance. But such benefits aren't achieved overnight. It can take many years of hard work to reach the highest levels of performance.

Sustainability has gained much momentum in India over the last three years and is now a mainstay across corporate boardrooms. Businesses can no longer ignore the broader impact of their actions.

It is in this context that BT has developed a Sustainable Development Index for India as a means to measure the performance of business in India in their progression towards sustainable development over time.

# SUMMARY OF KEY FINDINGS

The key findings from the BT Sustainable Development Index in India include:

## Corporate performance in sustainable development is a work in progress

Opinion Leaders in India assign an overall BT Sustainable Development Index rating of 55 out of 100 to the current sustainable development performance of business in India, while IT Employees are slightly more positive rating companies at 60 out of 100.

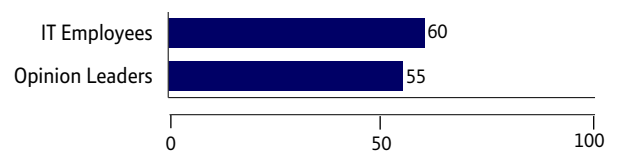
## Business receives highest marks for its economic performance and the lowest for its environmental performance

Considering particular areas of sustainable development, the corporate sector in India is currently perceived to perform best on economic issues, followed by social issues, and most poorly on environmental issues, in particular water resource management.

## Corporate activity in sustainable development is growing

Both Opinion Leaders and IT Employees tend to report that companies are engaging in greater action towards sustainable development than they did one year ago. Companies are perceived to have made greater progress on sustainable development than either the government or the general public in India.

## Overall Index Scores



## Opinion Leaders and IT Employees point to Japan and Europe as leaders in sustainable development

Out of five countries/regions tested, both Opinion Leaders and IT Employees consider Japan to be performing most strongly, followed by Europe and the United States. Respondents rate China's progress towards sustainable development ahead of India's.

## Tata, Reliance and Infosys viewed as leaders in sustainable development

When asked to identify current corporate leaders in sustainable development in India, Opinion Leaders name approximately 100 different companies from a variety of industries, but most frequently mention Tata, Reliance and Infosys.

## Business has a leadership role to play in the transition to sustainable development

Opinion Leaders feel that companies and government are best placed to lead the way in addressing key sustainable development issues in India, far more so than the general public, civil society, or the academic community.

## ABOUT THE INDEX

The BT Sustainable Development Index is an annual survey of senior Opinion Leaders on the economic, environmental and social performance of Indian business. It has been developed by BT in partnership with GlobeScan, an independent public opinion and stakeholder research company. The objective of this project is to develop a means to assess the current performance of business in India in the transition to sustainable development and measure progress over time. The index was developed through the following three phases.

### Phase 1: Engagement with an Advisory Panel of Sustainable Development Thought Leaders

An esteemed group of seven senior Indian thought leaders came together on 25 September 2008 to explore the sustainable development challenges facing India and define the basis for the index. The meeting provided critical guidance and insight into the most appropriate criteria areas on which to measure sustainable development in India as well as overall feedback on the suggested nature, format and implementation of the index.

The session was moderated by Nitin Desai, former Under-Secretary-General of the United Nations for Economic and Social Affairs and was attended by the following participants.

The twelve criteria areas of sustainable development which emerged from the advisory panel discussion are:

- Climate change and air pollution
- Corporate governance practices
- Corporate/government collaboration
- Education and skills development
- Employment creation
- Health and healthcare
- Inclusive employment practices
- Land use, including displacement of people and livelihoods
- Long-term economic growth
- Natural resource management
- Solid waste management
- Water resource management.

**ABOUT THE INDEX**



**Anu Aga**  
Director, Thermax Limited



**Nitin Desai**  
Session moderator and former Under-Secretary-General of the United Nations for Economic and Social Affairs



**Dr. Leena Srivastava**  
Executive Director, TERI



**Rakesh Bharti Mittal**  
Vice-Chairman of Bharti Enterprises and Vice-Chairman & Managing Director, Bharti Teletech



**Arun Seth**  
Chairman, BT India



**Nandan M. Nilekani**  
Co-Chairman of the Board of Directors, Infosys Technologies Limited



**Suhel Seth**  
Counselage



## ABOUT THE INDEX

### Phase 2: Survey of Sustainable Development Opinion Leaders in India

Based on the outcome of the advisory panel meeting GlobeScan, together with BT, designed the survey instrument to be used to generate the index.

A total of 215 senior influential individuals from the academic, corporate, government, media and NGO sectors were interviewed. These Opinion Leaders were pre-screened as having knowledge of sustainable development or corporate social responsibility (CSR) issues in India. They hold middle or senior level positions at their organisations and have worked in their professions for more than five years. Respondents were recruited to represent a mix of specialisations, industries, gender and state.

All interviews were conducted through telephone or face-to-face interviews during October 2008. Each interview lasted approximately 20 minutes.

### Phase 3: Survey of IT Employees

In parallel with the Opinion Leaders survey, 1,168 completed surveys were gathered from current employees of BT and its partner companies, a host of Tier 1 IT companies in India. The purpose of this survey was to include views of corporate performance on sustainable development from those who are not necessarily experts on the topic, but who express their opinions as residents of India. Employees were invited, by email, to complete the online survey. The survey instrument was closely modelled on the Opinion Leaders survey. All responses were collected during October 2008.

### Calculating the Index

As part of the survey, both groups of respondents were asked to rate current corporate performance in India on 50 specific aspects of sustainable development, grouped into 12 criteria areas (see the appendix for a complete list and ratings). Respondents were asked to use a scale of one to five, from “Poor” to “Excellent” to rate each aspect. The ratings on the 50 aspects form the basis for the index scores for each group.

**BT Sustainable Development Index =**

**Raw Score (out of 50, sum of mean ratings on 12 criteria areas) +**

**Weighted Score (out of 50, weighted sum of mean ratings on 12 criteria areas)**

The BT Sustainable Development Index is a composite index, the sum of a raw rating score plus a weighted score. The final, total score is a value between 10 and 100. A composite index was chosen over simple mean scores to eliminate method bias.

The weighting is based on the relative importance of the criteria areas in shaping overall perceptions of corporate sector performance in India. The weights are partial correlation coefficients resulting from a regression with the 12 criteria areas as independent variables and perceived overall performance as the dependent variable.

# INDEX RESULTS

## Current Performance – Views of Opinion Leaders

The bar chart here presents “net ratings” – positive performance ratings minus negative performance ratings – on each of the 12 areas of sustainability tested in the survey. Opinion Leaders regard corporate performance in India to be strongest on ensuring *long-term economic growth*, the only one of the 12 criteria areas directly related to economic issues rather than social or

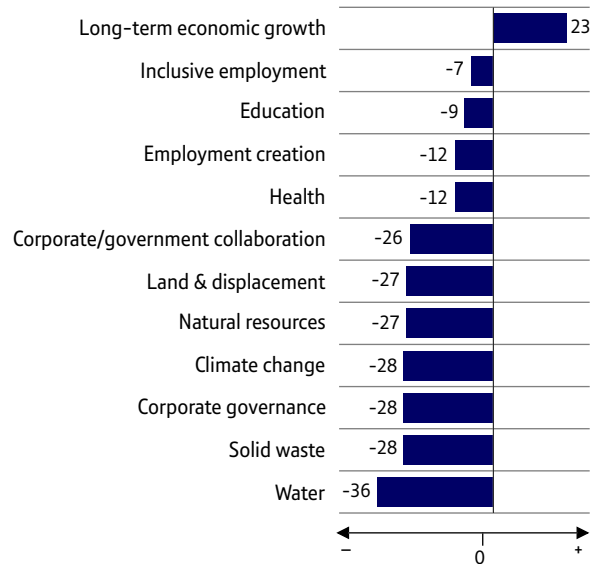
**Opinion Leader ratings of current corporate performance on sustainable development in India result in an overall index score of 55 out of 100.**

environmental aspects of sustainability. Working to ensure *inclusive employment* (across gender, caste, tribal and other minority groups) and to embrace diversity in company work places is another relative strength of Indian business performance.

**“Water regulations and enforcement of environmental performance in India are weak. Leaders in the corporate world need to set the benchmarks that would drive regulations and establish their responsibility credentials rather than merely seeking compliance.”**

**Dr. Leena Srivastava, Executive Director, TERI**

Corporate Performance on Areas of Sustainable Development  
Net Ratings\*, Opinion Leaders



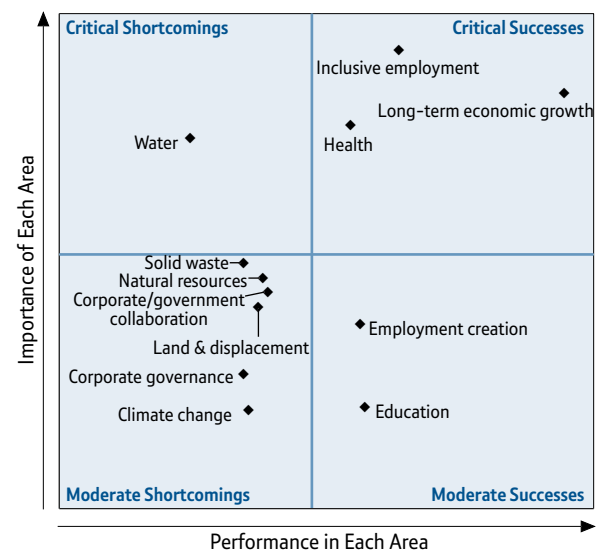
\*Average of net ratings on the specific aspects of sustainable development making up each criteria area. Net ratings are positive performance ratings (4+5) minus negative performance ratings (1+2).

Current corporate performance is considered to be weakest on *water resources management*, a criteria area that includes the following specific measures: reducing water consumption, sourcing freshwater responsibly, minimising contamination of water sources, and helping to clean up contaminated bodies of water.

The matrix to the right plots Opinion Leader ratings of performance (horizontal axis) for each of the 12 criteria areas against the relative importance of the criteria areas to Opinion Leaders (vertical axis). The greater the “importance” value, the greater the impact of any changes in performance in that area on Opinion Leaders’ overall view of how companies are doing on sustainable development. The matrix reveals that *inclusive employment practices, ensuring long-term economic growth* and *health* are “critical successes” of the corporate sector in India. That is, these areas receive relatively strong performance ratings from Opinion Leaders and are also important in informing perceptions of industry’s progress on sustainable development. On the other hand, performance is considered to be weaker on *water resource management* and this criteria area is highly important to Opinion Leaders making this a “critical shortcoming” of business in India.

While corporate performance is currently considered to be relatively strong on *education and skills development* and *employment creation*, these criteria areas are not as important as other criteria areas in shaping Opinion Leader views of corporate performance, suggesting these are “moderate successes.” Other areas of corporate performance such as *climate change, governance, land & displacement, corporate-government collaboration, natural resources* and *solid waste* all receive low ratings but are relatively less important in driving perceptions of industry, making these areas “moderate shortcomings” for business.

Prioritising Areas of Sustainable Development — Comparing Performance Ratings with Importance Opinion Leaders



The views of Opinion Leaders working in the corporate sector were not significantly different from Opinion Leaders in the Academic, Government, Media and NGO sectors when it comes to sustainability performance. Corporate respondents assess themselves just as stringently as the groups who traditionally tend to be more critical.

# INDEX RESULTS

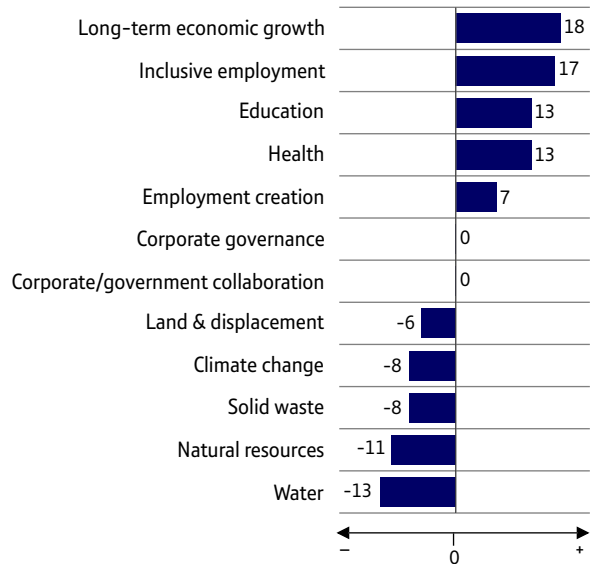
## Current Performance – Views of IT Employees

IT Employees provide more positive ratings than Opinion Leaders to the corporate sector in all areas of sustainable development. Similar to Opinion Leaders, IT Employees give companies in India relatively high marks for ensuring *long-term economic growth* and for putting in place *inclusive employment practices*.

**IT Employees view current corporate performance on sustainable development more positively than Opinion Leaders. The overall index score for the IT Employee group is 60 out of 100.**

IT Employees share the view of Opinion Leaders that companies in India currently perform most poorly in their *management of water resources*. In fact, the average ratings by both groups on water resource management are considerably below the averages for the other 11 areas. Management of *natural resources* such as forests, fisheries, and mining / mineral resources is also considered to be a weak point of the 12 areas tested.

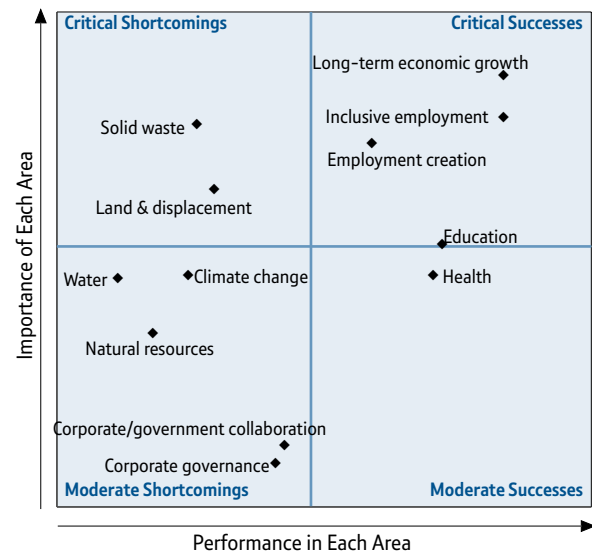
Corporate Performance on Areas of Sustainable Development  
Net Ratings\*, IT Employees



\*Average of net ratings on the specific aspects of sustainable development making up each criteria area. Net ratings are positive performance ratings (4+5) minus negative performance ratings (1+2).

Considering the “importance” of each of the 12 areas to IT Employees (the vertical axis on the above chart), ensuring *long-term economic growth, inclusive employment, employment creation* and to a lesser extent, *education*, are all important areas on which companies in India are perceived to be performing well. Critical weaknesses in corporate performance are *solid waste management* and *land use & displacement* issues - these areas are important for driving perceptions of industry and also receive poor performance ratings.

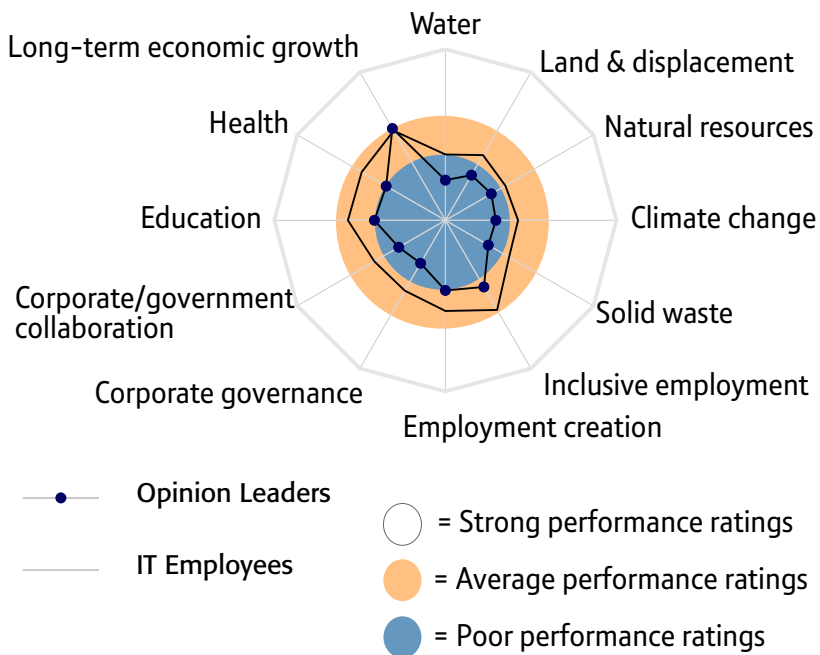
Prioritising Areas of Sustainable Development — Comparing Performance Ratings with Importance IT Employees



## INDEX RESULTS

The chart below shows average performance ratings on each of the 12 areas of sustainable development tested. IT Employees rate companies in India more positively than Opinion Leaders on all areas except for ensuring long-term economic growth.

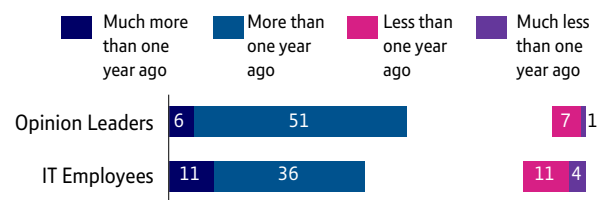
### Corporate Performance in India Average Ratings



## Corporate Progress on Sustainable Development in the Past Year

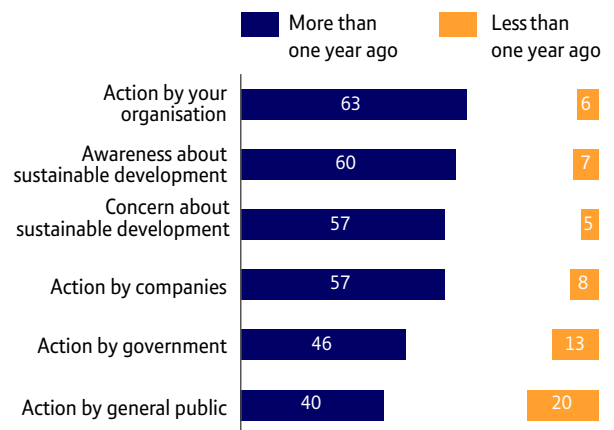
Despite a relatively negative view of sustainable development performance by companies in India currently and in certain areas in particular, most Opinion Leaders and IT Employees feel that progress has recently been made. Both groups agree that companies in India are now more active with regard to sustainable development compared to one year ago. In fact, the corporate sector is considered, by both groups, to have made significantly stronger progress than either the public sector or the general public in India. While Opinion Leaders tend to give companies in India lower performance ratings than IT Employees, interestingly, it is the Opinion Leaders who are more positive about progress towards sustainable development over the past year.

Action by Companies in India Towards Sustainable Development  
Percent of Respondents



The white space in this chart represents “about the same.”

Progress on Sustainable Development Over the Past Year  
Percent of Opinion Leaders



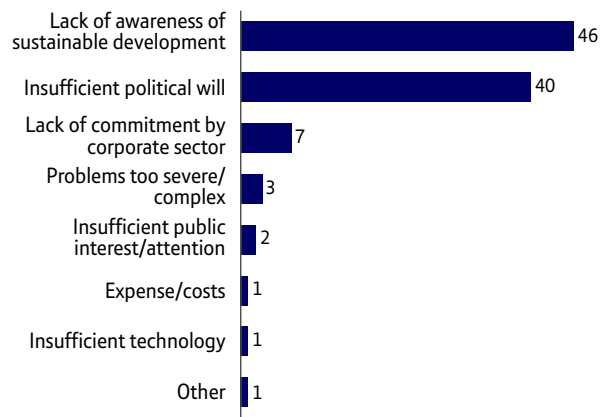
The white space in this chart represents “about the same.”



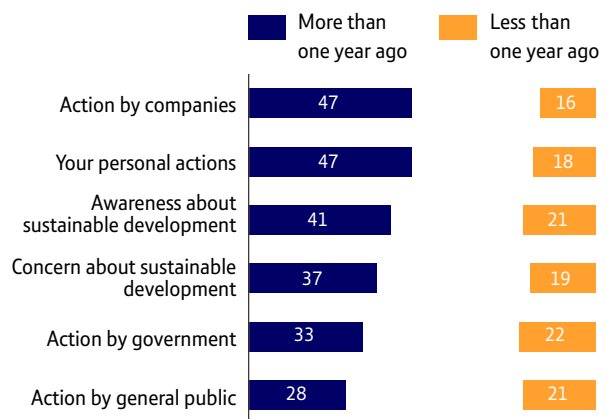
## INDEX RESULTS

When Opinion Leaders are asked to identify the greatest barriers to sustainable development in India, only a small minority (7%) consider the commitment of the corporate sector to be an issue. A lack of political will is found to be a much more serious obstacle to making progress toward sustainable development (40%).

Greatest Obstacles to Achieving Sustainable Development in India  
Percent of Opinion Leaders



Progress on Sustainable Development Over the Past Year  
Percent of IT Employees

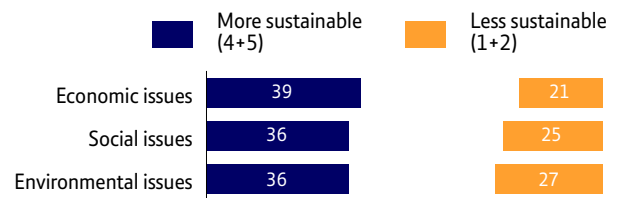


The white space in this chart represents "about the same."

Considering corporate efforts in three key areas of sustainable development – economic, environmental and social issues – IT Employees find that progress has been greatest in the economic realm and weakest on social issues. A quarter of IT Employees (26%) report that company practices on social issues have actually become *less* rather than more sustainable in the past year. Opinion Leaders have a less positive view than IT Employees about progress overall and Opinion Leaders do not consider progress to be significantly different from one area to the next.

Corporate Progress on Sustainable Development in the Past Year

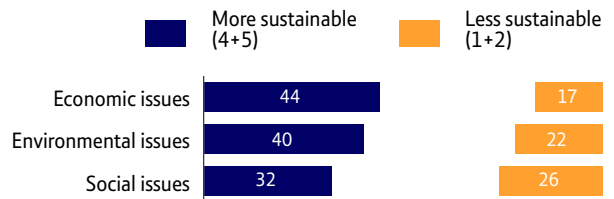
Percent of Opinion Leaders



The white space in this chart represents neutral (3) ratings.

Corporate Progress on Sustainable Development in the Past Year

Percent of IT Employees



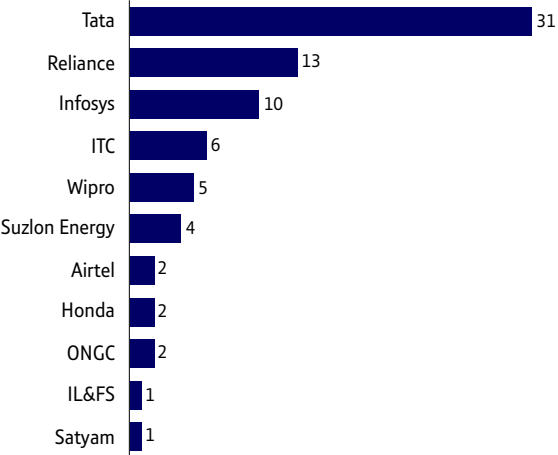
The white space in this chart represents neutral (3) ratings.

**INDEX RESULTS**

**Corporate Leaders in Sustainable Development in India**

Opinion Leaders were asked to name up to two companies in India that they consider to be leading the way in sustainable development. In total, Opinion Leaders mention approximately 100 different companies from the IT, energy, financial, communications, transport, and manufacturing sectors, among others. The companies named most often are the Tata Group, Reliance, and Infosys.

Corporate Leaders in Sustainable Development in India  
Percent of Opinion Leaders

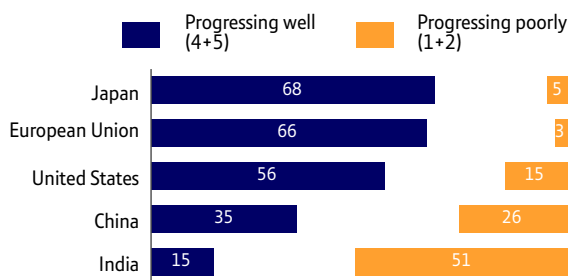


**Global Context**

Of five countries/regions that survey respondents were asked about, both Opinion Leaders and IT Employees feel that Japan is currently making the strongest progress on sustainable development.

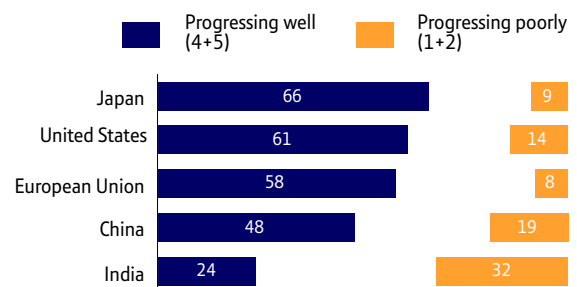
India is rated as the poorest performer by Opinion Leaders, behind China. While majorities of Opinion Leaders and IT Employees consider Japan, the EU and the US to be making positive progress towards sustainable development, only one in seven Opinion Leaders and a quarter of IT Employees consider India to be making positive progress.

Country / Regional Progress on Sustainable Development  
Percent of Opinion Leaders



The white space in this chart represents neutral (3) ratings.

Country / Regional Progress on Sustainable Development  
Percent of IT Employees



The white space in this chart represents neutral (3) ratings.

## SUMMARY AND WAY FORWARD

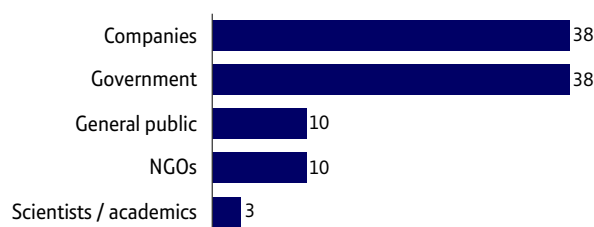
The transition to sustainable development is a process affecting all societies across the world. India is the world's largest democracy, the second most populous nation, and an emerging global economic powerhouse. Yet it is also a country struggling with extreme poverty and immense environmental challenges. The world has an interest in India's success in its progress toward sustainable development to ensure a just, prosperous and sustainable planet. Indeed, there may be no other country where this transformation matters more.

In this context, BT engaged stakeholders from across Indian society - senior Opinion Leaders such as corporate executives, government officials, NGO leaders, academics and influential editors and journalists, as well as a cross section of employees from the IT sector - on the role and performance of business in the transition to sustainable development.

The research findings show that these stakeholders have high expectations for companies to lead the way in ensuring that development is responsible and sustainable in India. In fact, these Opinion Leaders and IT Employees hold the corporate sector just as responsible for demonstrating leadership as government and expect the public and private sectors to work together effectively to address sustainability challenges.

The findings from the inaugural BT Sustainable Development Index demonstrate not only how much more needs to be done by the corporate sector to

Best Group to Lead in Addressing Key Sustainable Development Issues  
Percent of Opinion Leaders



address sustainable development but also the country as a whole. Stakeholders are critical of India's overall performance, rating it significantly behind other countries such as China and Japan. The high level of expectation and low performance ratings for both the companies and governments combined with the seriousness of the challenges, make it clear that there is no other more urgent and pressing demand for truly transformational public-private collaboration in the area of sustainable development.

The index illustrates clear priority areas for the corporate sector in India. Environmental issues are viewed to have more urgency compared with economic issues. Water management in particular is viewed consistently across all stakeholder groups surveyed as the area that most needs attention from business to ensure that India makes progress towards sustainable development. From going beyond minimum regulations against depletion and contamination of water resources to

looking for innovative ways to restore and renew this resource, there is a resounding call from influential Indian Opinion Leaders for business to improve its performance. Minimising materials use and effectively managing solid waste is another important area of concern, as is climate change.

Technical improvements on their own, however, will not be sufficient to improve the corporate sector's performance, according to Opinion Leaders. Corporate governance in India such as eliminating corruption, being more transparent, is rated very poorly, suggesting that the "how" of corporate performance as well as the "what" needs to be addressed.

Within India and globally, the corporate sustainability efforts that are most strongly welcomed tend to be those that tie in closely with the company's core activities and industry sector, efforts that are part of, rather than in addition to, the company's day-to-day business. In formulating their sustainability strategies and commitments, companies in India are therefore encouraged to focus on areas of the index which align most closely with their own operations. Targeting efforts in this way can only lead to improved overall progress on sustainable development and higher index scores in the years to come.

Despite the shortcomings that have been identified through the index, the research findings support optimism for the future. Corporate commitment is not considered

to be a barrier to sustainable development, and companies are seen to have increased their sustainability actions compared to one year ago. Furthermore, there is a broad acknowledgement that awareness of sustainable development is increasing across society. Companies in India are already delivering comparatively strongly in some of the areas that matter most to Opinion Leaders and IT Employees, namely fostering long-term economic growth and adopting inclusive employment practices.

Given the importance of the issues at stake, there is a clear need for initiatives such as the BT Sustainable Development Index to help channel corporate sustainability efforts to where they can have the most impact. There is a need to be able to carefully monitor where corporate successes are occurring and to learn from them. Having an informed understanding as to which aspects of sustainable development most urgently require corporate action is also critical.

Sustainable actions must be good for society and the environment, and bring economic benefits for companies and country. This is what underlies the need for all - governments, companies and NGOs - to embed sustainable development into the fabric of their operations.

## ABOUT BT

BT is one of the world's leading providers of communications solutions and services operating in 170 countries. Its principal activities include the provision of networked IT services globally; local, national and international telecommunications services to our customers for use at home, at work and on the move; broadband and internet products and services and converged fixed/mobile products and services. BT consists principally of four lines of business: BT Global Services, Openreach, BT Retail and BT Wholesale.

British Telecommunications plc (BT) is a wholly-owned subsidiary of BT Group plc and encompasses virtually all businesses and assets of the BT Group. BT Group plc is listed on stock exchanges in London and New York.

*BT has been present in India since 1987* and set up its first customer relationship management office in Delhi in 1995. The company's main office in India is in New Delhi.

In India, BT is one of the largest providers of communication services to MNCs and large Indian multi-national companies, with a suite of managed services through MPLS providing the impetus to Indian companies to increase both the competitiveness globally and reliability on a 24x7x365 basis.

## APPENDIX – DETAILED PERFORMANCE RATINGS

Survey respondents rated corporate sector performance in India on the following 50 aspects of sustainable development. “Net ratings” are positive performance ratings (4+5) minus negative performance ratings (1+2).

	Net Rating Opinion Leaders	Net Rating IT Employees
<b>Climate change and air pollution</b>	<b>-28</b>	<b>-8</b>
Minimising contaminants released to the atmosphere	-39	-15
Maximising their use of renewable and cleaner sources of energy	-24	-4
Maximising the energy efficiency of their operations	-7	6
Minimising their carbon footprint	-36	-16
Implementing plans to adapt to climate change	-34	-11
<b>Corporate governance practices</b>	<b>-28</b>	<b>0</b>
Exceeding minimum legal or regulatory requirements in protecting the environment and communities	-27	0
Offering transparent reporting	-32	3
Openly engaging with their stakeholders	-15	11
Working to eliminate corruption	-37	-14
<b>Corporate/government collaboration</b>	<b>-26</b>	<b>0</b>
Working with all levels of government to improve society	-30	-2
Positively influencing government to adopt policies and targets consistent with sustainable development	-22	2
<b>Education and skills development</b>	<b>-9</b>	<b>13</b>
Helping to make education accessible to all	-6	12
Developing relevant skills among their own workforce	4	21
Helping to improve literacy rates	-15	11
Bridging the technology gap for the disadvantaged in India	-20	7



## APPENDIX – DETAILED PERFORMANCE RATINGS

	Net Rating Opinion Leaders	Net Rating IT Employees
<b>Employment creation</b>	<b>-12</b>	<b>7</b>
Creating new employment opportunities	4	21
Ensuring that the jobs they provide have the potential for long-term employment	-14	0
Fairly compensating employees	-8	-4
Creating a culture, among employees, of giving back to the community	-28	9
<b>Health and healthcare</b>	<b>-12</b>	<b>13</b>
Ensuring access to healthcare for their own employees	13	24
Ensuring safe, healthy working conditions for employees	0	23
Helping to provide access to healthcare for all	-21	11
Helping to address malnutrition in India	-39	-8
<b>Inclusive employment practices</b>	<b>-7</b>	<b>17</b>
Providing equal employment opportunities for women	6	36
Focusing on recruiting minority castes, tribes, or other groups as part of affirmative action	-14	8
Embracing diversity in their workforce as a corporate priority	-4	14
Having an action plan in place to create diversity in their workforce	-15	11
<b>Land use, including displacement of people and livelihoods</b>	<b>-27</b>	<b>-6</b>
Establishing operations in the most appropriate areas	-15	8
Ensuring that agriculture is efficient and sustainable	-22	-9
Effectively making use of resources which are locally available	-7	2
Minimising impacts on the natural ecosystems where they operate	-39	-11
Attempting to restore natural ecosystems which have been disrupted due to corporate activities	-45	-14
Minimising disruptions to livelihoods and communities resulting from operations	-36	-11

## APPENDIX – DETAILED PERFORMANCE RATINGS

	Net Rating Opinion Leaders	Net Rating IT Employees
<b>Long-term economic growth</b>	<b>23</b>	<b>18</b>
Maximising revenues from exports	30	28
Creating long-term economic growth	30	18
Capitalizing on business opportunities created by environmental and social change	8	8
<b>Natural resource management</b>	<b>-27</b>	<b>-11</b>
Effectively managing fishery resources	-27	-13
Preventing deforestation	-33	-19
Using renewable alternatives to finite resources	-27	-6
Effectively managing the extraction and production of mineral/ mining resources	-20	-6
<b>Solid waste management</b>	<b>-28</b>	<b>-8</b>
Using a minimum of materials in production processes	-11	-2
Minimising the waste generated by their operations	-23	-8
Disposing of solid waste in a responsible way	-41	-16
Developing new opportunities to reuse or recycle waste	-26	2
Influencing suppliers to manage waste responsibly	-41	-14
<b>Water resource management</b>	<b>-36</b>	<b>-13</b>
Reducing water consumption	-29	-11
Using freshwater efficiently	-29	-4
Minimising contamination of water sources	-40	-18
Cleaning up bodies of water which are already polluted	-44	-23
Sourcing freshwater responsibly	-37	-9

© British Telecommunications plc 2008  
Registered office: 81 Newgate Street, London, EC1A 7AJ  
Registered in England No: 1800000

[www.bt.com](http://www.bt.com)

Designed by GlobeScan

Printed on recycled paper

